# **Appendix**







#### **MEMORANDUM**

TO:	Honorable Mayor and City Council
CC TO:	Deputy City Manager's; Greg Patrick, Budget Director
FROM:	Dr. Chip Filer, City Manager
SUBJECT:	Post COVID19 Proposed Revisions to the FY 2021 General Fund Budget
DATE:	May 11, 2020

This letter transmits the recommended adjustments to the Proposed FY 2021 General Fund Budget. These adjustments are a result of the projected revenue loss from the impact of the COVID-19 pandemic. While we cannot determine with certainty either the short or long-term financial impact of this pandemic, we are projecting a revenue loss of up to \$40 million in FY 2021. As a result, the adjustments detailed in the attached report, reduce proposed FY 2021 operating costs by that amount.

This document outlines our guiding principles for adjusting the operating budget, summaries of the impact to department budgets and personnel, and the details on the strategies that were used to close the budget gap, along with the resulting impact to service levels.

#### **Guiding Principles for Revised FY 2021 Operating Budget**

There are several principles that helped guide decision-making on the proposed operating adjustments

- Prepare for the worst To the extent possible, make this a one-year event and limit difficult budget decisions to this year.
  - o Requires on-going reductions as opposed to one-time fixes
- Begin year in a conservative stance budgetarily fund core services; some facilities and programs remain closed.
  - No service reductions to refuse collection, public safety, social services, and water and sewer utilities.
  - o Open only main and anchor branch libraries and five recreation centers.
  - o Impact existing staff only after other options have been explored
- Restore programs and services based on the pace of revenue recovery.

#### **Impact to Department Budgets and Personnel**

As I mentioned above, the revised operating budget includes \$40 million in budget reductions. These reductions impact department budgets and personnel. A summary of budget reductions by department

can be found on page three, and a summary of the impact to positions by department can be found on page four. Excluding the Central Appropriation, Outside Agency and Norfolk Public Schools budget sections, city departments will see overall budget reductions of \$23.2 million. These actions will result in the elimination of 104 vacant positions, and the furlough of 89 employees for a total reduction of 193 full-time positions.

Included in the guiding principles above is the goal of keeping this to a one-year event and limiting difficult budget decisions around programs and services to FY 2021. This can only be accomplished through budget reductions that are on-going rather than one-time in nature. While this is a painful and difficult process in the short- run, it is financially prudent and will help ensure that we are on a sustainable path. To that end, of the \$40 million in budget reductions, \$29.5 million are on-going savings while \$10.5 million are one-time in nature.

#### **Budget Reduction Strategies and Service Level Impacts**

This document includes a report by department that details every strategy used to close the budget gap, along with the resulting impact to service levels. Budget staff worked with city departments, City Council Appointees, and Constitutional Officers to develop these strategies and communicate the projected impact to services. While we have attempted to provide context around the impact of each action, it is difficult to capture the detail and nuance in full. If you have additional questions about any of the strategies, please let me know.

#### **Enterprise and Special Revenue Fund Departments**

Enterprise and Special Revenue fund department budgets will remain mostly unchanged. Water and Wastewater budgets will be revised down slightly to reflect lower commercial water usage. We will work with the Parking Fund during the year to make any budget adjustments that are necessary based on the impact of the pandemic. Waste Management and Storm Water operating budgets remain unchanged.

I appreciate your patience as we worked to rerun numbers and provide you with the best possible recommendation to see us through this difficult time. Should you have any questions please contact me. Otherwise, we will discuss this in more detail on Tuesday, May 12th.

Sincerely, Chip

Dr. Chip Filer - City Manager

NORFOLK

Office of the City Manager

1101 City Hall Building

810 Union Street

Norfolk, Virginia 23510

757-664-4242 direct

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#### Reconciliation of Proposed to Revised FY 2021 Budget

Note: The Proposed FY 2021 General Fund Base Budget reflects where \$40 million in reduction strategies were taken from.

Proposed FY 2021 General Fund Budget	\$942,600,200
Removal of One-Time Items in Proposed Budget	
Remove transfer of Virginia Beach water payment to CIP	(\$13,500,000)
Remove transfer of SWIFT funds to CIP	(\$6,000,000)
Remove one-time funds for IT and vehicle replacement	(\$3,782,721)
Remove one-time funds for citywide bonus	(\$2,139,657)
Remove one-time funds to replace NCSB's Electronic Health Records System	(\$800,000)
Remove one-time funds for Multimodal Transportation Plan	(\$396,000)
Adjust City Manager's contingency for impact of FY 2020 surplus	(\$350,000)
Remove one-time funds for state compensation board personnel actions	(\$143,484)
Remove one-time funds for VML conference	(\$40,000)
Remove one-time funds to support development of a citywide crisis communication plan	(\$25,000)
Remove one-time funds to transition zoning ordinance to municode to enhance Zoning	(\$30,000)
Sub-Total Removal of One-Time Funds from Proposed FY 2021	(\$27,206,862)
Proposed FY 2021 General Fund Base Budget <sup>1</sup>	\$915,393,338
One-Time Funds to add back for Adopted FY 2021 Budget	
Transfer of SWIFT funds to CIP for Norfolk Public Schools	\$6,000,000
Carryforward one-time funds to replace NCSB's Electronic Health Records System <sup>2</sup>	\$800,000
Carryforward one-time funds to maintain current service levels at NCSB <sup>2</sup>	\$1,000,000
Carryforward one-time funds for Multimodal Transportation Plan	\$396,000
Carryforward unspent prior year funds for Resilience	\$850,000
Carryforward unspent prior year funds for St. Paul's	\$1,800,000
Sub-Total One-Time Funds to add back for Revised FY 2021 Budget	\$10,846,000
SUMMARY OF RECONCILIATION	
Proposed FY 2021 General Fund Budget	\$942,600,200
Removal of one-time funds	(\$27,206,862)
Strategies to close budget gap resulting from COVID-19 revenue loss	(\$40,015,659)
Sub-Total FY 2021 Revised General Fund Budget	\$875,377,679
Add back of one-time funds	\$10,846,000
Grand Total FY 2021 General Fund Budget	\$886,223,679

<sup>&</sup>lt;sup>1</sup> The Proposed FY 2021 General Fund Base Budget reflects the starting point from which \$40 million in strategies were developed to close the estimated worst-case revenue shortfall resulting from COVID-19

<sup>&</sup>lt;sup>2</sup> Funds to support these actions come from NCSB's designated fund balance and cannot be used for general government expenses.

## FY 2021 Revised Budget Summary of Budget Reductions by Strategy

Proposed FY 2021 General Fund Budget	\$942,600,200	
Remove One-Time Funds	(\$27,206,862)	
Revised FY 2021 General Fund Ongoing Budget	\$915,393,338	
Strategy	Estimated Savings	
Adjust local support for schools based on revenue sharing formula	(\$8,000,000)	
Continue furlough of part-time staff	(\$5,028,528)	
Recognize Federal and State reimbursement for COVID-19	(\$5,000,000)	
Department specific service reductions	(\$3,481,063)	
Re-open only core recreation centers	(\$3,197,553)	
Use resilience penny to fund operating expenses in FY 2021	(\$1,990,000)	
Re-open only anchor branch libraries	(\$1,911,288)	
Reduce Outside Agency funding	(\$1,897,697)	
Use St. Paul's Area Transformation funds to support general operating expenses in FY 2021	(\$1,800,000)	
Reduce ongoing cash to CIP	(\$1,625,290)	
Implement four furlough days for staff	(\$1,400,000)	
Five percent reduction for Constitutional Officers	(\$1,204,121)	
Freeze twenty sworn officer positions	(\$822,320)	
Eliminate funds for Human Services Grants	(\$662,177)	
Pass on portion of healthcare cost increase to employees	(\$503,954)	
Five percent reduction for Council Appointees	(\$502,776)	
Eliminate ongoing expenditure enhancements	(\$465,388)	
Eliminate funds for St. Paul's Community Development Corporation (CDC)	(\$300,000)	
Eliminate funds for Arts and Humanities Grants	(\$223,504)	
Total	(\$40,015,659)	
Sub-Total Revised General Fund FY 2021	\$875,377,679	
Add back of one-time funds	\$10,846,000	
Grand Total Revised General Fund FY 2021	\$886,223,679	

#### **Summary Budget Reductions by Department**

Department Name	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Base Budget	FY 2021 Revised	Reduction (\$)	Reduction (%)
·	Budget	Budget	(removes one-time adjs)			, ,
Budget and Strategic Planning	\$1,566,063	\$2,214,270	\$2,204,171	\$2,027,438	(\$176,733)	-8.0%
Central Appropriations	\$16,080,133	\$13,426,279	\$13,036,060	\$7,477,039	(\$5,559,021	-42.6%
Circuit Court Judges	\$812,827	\$860,362	\$855,587	\$855,587	\$0	0.0%
City Attorney	\$4,905,409		\$5,039,223	\$4,787,262	(\$251,961	-5.0%
City Auditor	\$976,749	\$1,046,630	\$1,041,786	\$989,697	(\$52,089	-5.0%
City Clerk	\$1,683,422	\$1,829,881	\$1,783,356	\$1,698,867	(\$84,489)	-4.7%
City Council	\$387,387		\$387,979	\$387,979	\$0	
City Manager's Office	\$2,517,452	\$2,701,646	\$2,695,385	\$2,411,766	(\$283,619	-10.5%
City Planning	\$4,974,976	\$5,024,030	\$4,961,032	\$4,732,162	(\$228,870	
City Real Estate Assessor	\$2,168,245	\$2,296,039	\$2,284,736	\$2,170,499	(\$114,237	-5.0%
City Treasurer	\$2,503,713		\$2,578,364	\$2,522,564	(\$55,800	
Clerk of the Circuit Court	\$2,873,590	\$3,092,884	\$3,063,550	\$3,014,868	(\$48,682	-1.6%
Commissioner of the Revenue	\$2,979,959	\$3,184,550	\$3,159,630	\$3,070,641	(\$88,989	-2.8%
Commonwealth's Attorney	\$6,006,308	\$6,304,684	\$6,240,587	\$6,110,587	(\$130,000)	-2.1%
Communications	\$1,941,157	\$2,012,521	\$1,979,985	\$1,800,787	(\$179,198	-9.1%
Cultural Facilities, Arts and Entertainment	\$6,167,660	\$6,294,700	\$6,266,350	\$5,765,051	(\$501,299	-8.0%
Debt Service	\$81,510,525		\$75,624,526	\$73,999,236	(\$1,625,290)	
Economic Development	\$2,371,835		\$2,326,097	\$2,125,796	(\$200,301	
Elections	\$1,110,962		\$1,054,977	\$1,002,977	(\$52,000	
Finance	\$6,114,197	\$6,603,969	\$6,574,905	\$6,304,864	(\$270,041	-4.1%
Fire-Rescue	\$47,278,783		\$48,891,923	\$48,891,923	\$0	
General District Court	\$276,608		\$260.761	\$260,761	ŚC	
General Services	\$25,757,355	1, .	\$26,146,770	\$25,727,024	(\$419,746)	
Human Resources	\$3,657,170		\$3,590,493	\$3,341,257	(\$249,236)	
Human Services	\$49,308,700	\$50,591,475	\$50,351,107	\$50,351,107	\$0	0.0%
Information Technology	\$16,789,497		\$17,607,279	\$16,479,445	(\$1,127,834)	
Juvenile and Domestic Relations Court	\$79,933	\$79,933	\$79,933	\$79,933	\$0	0.0%
Libraries	\$9,789,885		\$9,976,333	\$6,988,151	(\$2,988,182	
Magistrate	\$10,874		\$11,438	\$11,438	\$0	
Nauticus	\$4,433,492		\$4,361,623	\$3,831,603	(\$530,020	-12.2%
Neighborhood Development	\$4,923,765		\$5,140,370	\$4,682,208	(\$458,162	
Norfolk Community Services Board	\$25,078,661	\$26,075,590	\$25,157,177	\$24,098,437	(\$1,058,740)	-4.2%
Norfolk Juvenile Court Service Unit	\$161,713		\$163,791	\$163,791	\$0	
Norfolk Public Schools - Pass-through Revenue <sup>1</sup>	\$206,337,956		\$215,466,974	\$215,466,974	\$C	
Norfolk Public Schools - Local <sup>2</sup>	\$129,823,854		\$132,953,357	\$124,953,357	(\$8,000,000)	
Outside Agencies	\$54,386,258		\$54,073,902	\$50,840,524	(\$3,233,378)	
Police	\$77,618,592		\$79,135,752	\$77,989,432	(\$1,146,320)	
Public Health	\$3,459,696		\$3,541,133	\$3,541,133	\$1,140,320	
Public Works	\$16,996,849		\$17,415,735	\$16,477,715	(\$938,020	
Recreation, Parks and Open Space	\$18,091,818		\$17,965,264	\$11,854,912	(\$6,110,352)	
Resilience	\$18,091,818		\$680,833	\$630,090	(\$50,743)	
Sheriff and Jail	\$34,214,201		\$35,940,835	\$35,060,185	(\$80,743)	
Slover Library	\$34,214,201		\$2,691,468	\$2,521,255	(\$170,213)	
St. Paul's Area Transformation	\$2,745,434		\$2,691,468	\$2,521,255	(\$1,800,000)	
St. Paul's Area Transformation  Transit	\$3,658,000		. , ,	. , ,	(\$1,800,000)	
			\$12,189,420	\$11,640,634		
Zoological Park Total General Fund	\$4,463,294 \$901,882,729		\$4,553,265 <b>\$915,393,338</b>	\$4,150,607 <b>\$875,377,679</b>	(\$402,658) ( <b>\$40,015,659</b> )	

<sup>&</sup>lt;sup>1</sup> Amount reflects FY 2021 Proposed Budget and has not been adjusted for any subsequent state actions. Adjustments will occur in consultation with NPS. <sup>2</sup> Includes Construction, Technology, and Infrastructure (CTI) funds of \$3,851,000 in FY 2020 and \$3,980,000 in FY 2021.

#### Summary of Impact to Positions (FTEs) by Department

Department Name	FY 2020	FY 2021	FY 2021 Revised	Furlough (filled)	Eliminate	Total Change
	Adopted	Proposed			(vacant)	Ū
Budget and Strategic Planning	19	26	23	0	(3)	(3)
Circuit Court Judges	5	5	5	0	0	0
City Attorney	34	34	34	0	0	0
City Auditor	9	9	9	0	0	0
City Clerk	14	14	13	0	(1)	(1)
City Council	8	8	8	0	0	0
City Manager's Office	13	14	13	0	(1)	(1)
City Planning	63	64	61	(1)	(2)	(3)
City Real Estate Assessor	25	25	25	0	0	0
City Treasurer	31	31	31	0	0	0
Clerk of the Circuit Court	49	48	46	0	(2)	(2)
Commissioner of the Revenue	38	38	37	0	(1)	(1)
Commonwealth's Attorney	61	64	64	0	0	0
Communications	18	18	16	0	(2)	(2)
Cultural Facilities, Arts and Entertainment	50	50	41	(2)	(7)	(9)
Economic Development	18	18	16	0	(2)	(2)
Elections	6	6	6	0	0	0
Finance	56	56	54	(1)	(1)	(2)
Fire-Rescue	504	514	514	0	0	0
General Services	132	132	127	0	(5)	(5)
Human Resources	33	31	28	(2)	(1)	(3)
Human Services	481	483	483	0	0	0
Information Technology	91	92	81	(2)	(9)	(11)
Libraries <sup>1</sup>	99	100	69	(18)	(5)	(23)
Nauticus	28	28	27	(1)	0	(1)
Neighborhood Development	52	56	50	0	(6)	(6)
Norfolk Community Services Board	265	272	272	0	0	0
Police	873	879	859	0	(20)	(20)
Public Health	9	7	7	0	0	0
Public Works	142	141	129	0	(12)	(12)
Recreation, Parks and Open Space	209	208	134	(60)	(14)	(74)
Resilience	4	5	5	0	0	0
Sheriff and Jail	447	447	440	0	(7)	(7)
Slover Library <sup>1</sup>	27	27	35	0	0	0
St. Paul's Area Transformation	4	5	5	0	0	0
Transit	66	66	62	(2)	(2)	(4)
Zoological Park	53	53	52	0	(1)	(1)
Total General Fund	4.035	4,074	3,881	(89)	(104)	(193)

<sup>&</sup>lt;sup>1</sup> As a result of re-opening only anchor branch libraries, eight permanent full-time FTEs from the Department of Libraries will be redeployed to Slover to fulfill part-time staffing requirements due to the furlough of part-time staff.

**Department:** Budget and Strategic Planning

Budget Summary Budget		<b>Budget FTEs</b>
Adopted FY 2020	\$1,566,063	19.0
Proposed FY 2021	\$2,204,171	26.0
Revised FY 2021 \$2,027,438		23.0
Total Reduction (\$) Reduction Pct of Prop	(\$176,733) -8.0%	
Revised FY 2021 \$2,027,438		(\$176,733)

#### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Eliminate one vacant position	Budget Development	Service level will be impacted. Work product provided to City Manager's Office and to client departments will take longer to produce or will be less thorough in its scope.	-1.0	(\$56,681)
Eliminate one vacant position	Strategic Planning and Performance Management	Service level will be impacted. Planned work in FY 2021 included overhaul of the administration's strategic plan and the development of a new prerformance management program. As a result of the action, the department does not have the resources to implement these initiatives concurrently.	-1.0	(\$52,122)
Increase HUD reimbursement	Housing and Urban Development (HUD) Entitlement Management	No impact to service.	0.0	(\$15,393)
Eliminate one vacant position  Budget Monitoring  Service level will be impacted. Budget analysts portfolio's will be consolidated. Budget monitoring will be less thorough and comprehensive as a result of reduced staffing. Budge monitoring will be particularly important in FY 2021 as we track revenue levels against our projection to develop a plan to restore services residents.		-1.0	(\$52,122)	
Remove funds for part-time staff	Budget Development	No impact to service	0.0	(\$415)

**Department:** Central Appropriations

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$16,080,133	
Proposed FY 2021	\$13,036,060	
Revised FY 2021	\$7,477,039	

Total Reduction (\$) (\$5,559,021) Reduction Pct of Proposed -42.6%

#### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Pass on portion of healthcare cost increase to employees	N/A	No impact to service. This strategy splits the 12 percent increase in healthcare premiums between the city and employees. The Proposed FY 2021 Budget assumed the city would fund the total premium increase. This action will result in a take home pay reduction for city employees, as no salary increase is recommended.	0.0	(\$503,954)
Reduce Cemeteries support	General Operating Support	Service will be impacted. Cemeteries is eliminating six vacant positions impacting mowing and operational hours of the city's cemeteries. Calvary Cemetery will close and the remaining cemeteries' operating hours will be modified. Mowing cycles will increase from 10-12 days to 14-16 days with minimal to no string trimming.	0.0	(\$227,567)
Recognize Federal and State reimbursement for COVID-19	N/A	No impact to service. This strategy is a placeholder for COVID-19 related costs the city will incurred that are eligible for reimbursement. This may include the CARES Act, FEMA, CDBG, and other reimbursement sources.	0.0	(\$5,000,000)
Use resilience penny to fund operating expenses in FY 2021	Resilience Designation	Service level may be impacted. These funds were earmarked to support the Ohio Creek Watershed project. City staff is working to identify alternative grant funds to replace resilience penny funding. If alternative funding is not identified, this action may negatively impact the project scope or completion date.	0.0	(\$1,990,000)

Central Appropriations Page 6

Adjust vacancy savings estimate	Citywide Turnover Savings	Impact to service is reflected in all departments experiencing elimination or furlough of previously funded positions. This action reduces the city's assumption for personnel savings from vacant positions. This action is necessary to reflect the impact of position reductions citywide.	0.0	\$3,562,500
Implement four furlough days for staff	Compensation and Benefits	Service may be impacted. Citywide full- time staff will be required to take four unpaid days during FY 2021. This results in one-time personnel savings.	0.0	(\$1,400,000)

Central Appropriations Page 7

**Department:** City Attorney

<b>Budget Summary</b>	Budget \$	Budget FTEs
Adopted FY 2020	\$4,905,409	34.0
Proposed FY 2021	\$5,039,223	34.0
Revised FY 2021	\$4,787,262	34.0
Total Reduction (\$)	(\$251,961)	
Reduction Pct of Prop	-5.0%	

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Increase State reimbursement	Legal Services	No impact to service. Four Department of Law positions focus solely on Social Services work. The action will increase state reimbursement to cover the salaries of these positions. Social Services staff and operation expenses are reimbursed at a base rate of 84.5 percent.	0.0	(\$251,961)

City Attorney Page 8

**Department:** City Auditor

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$976,749	9.0
Proposed FY 2021	\$1,041,786	9.0
Revised FY 2021	\$989,697	9.0
Total Reduction (\$)	(\$52,089)	
Reduction Pct of Proposed		-5.0%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce budget by five percent	N/A	Service may be impacted. The City Auditor did not provide a reduction strategy. This action reduces the Auditor's personnel budget by five percent.	0.0	(\$52,089)

City Auditor Page 9

**Department:** City Clerk

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$1,683,422	14.0
Proposed FY 2021	\$1,783,356	14.0
Revised FY 2021	\$1,698,867	13.0
Total Reduction (\$)		(\$84,489)
Reduction Pct of Proposed		-4.7%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Eliminate funding for the Executive Assistant to the Mayor position	Legislative Support Services	Service may be impacted. This position has been vacant since July 2019. Continuing to leave this position vacant may slow the responsiveness of the Mayor's Office.	-1.0	(\$84,489)

City Clerk Page 10

**Department:** City Manager's Office

<b>Budget Summary</b>	Budget \$	Budget FTEs
Adopted FY 2020	\$2,517,452	13.0
Proposed FY 2021	\$2,695,385	14.0
Revised FY 2021	\$2,411,766	13.0
Total Reduction (\$)	(\$283,619)	
Reduction Pct of Proposed		-10.5%

### **Summary of Strategies**

Strategy	Strategy Program Service Impact		FTEs	Savings	
Reduce funding for Intergovernmental Relations Officer position	Intergovernmental Relations	Service may be impacted. Reduced funding for this position may limit the ability of the City Manager's Office to provide the salary required to attract the highest quality candidate for the position.	0.0	(\$21,377)	
Eliminate intergovernmental relations contract	Intergovernmental Relations	Service may be impacted. The city currently contracts with three firms to provide lobbying efforts at the state and federal level. Eliminating the contract with one of the lobbying firms may negatively impact progressive lobbying efforts for the public policy interests of the city.		(\$105,067)	
Reduce funds for city sponsorships	Intergovernmental Relations	Service will be impacted. Reduction of funding from \$180,000 to \$130,000.  Sponsorship funds are used to support events citywide. Reduced funding will impact the number of events the city sponsors.		(\$50,000)	
Remove funds for City Security Officer position	Policy Management	·		(\$100,000)	
Remove funds for part-time staff	N/A	Service may be impacted. This action will prevent the City Manager's Office from being able to hire short-term temporary staff to assist with project specific work.	0.0	(\$7,175)	

City Manager's Office Page 11

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$4,974,976	63.0
Proposed FY 2021	\$4,961,032	64.0
Revised FY 2021 \$4,732,162		61.0
Total Reduction (\$)	(\$228,870)	
Reduction Pct of Proposed		-4.6%

### **Summary of Strategies**

Strategy	Program	Service Impact		Savings
Reduce staffing for Site Plan Review	Site Plan Review	Service will be impacted. This action eliminates a Planner II position that provides site plan review. As a result, site plan review will be delayed. This delay will especially impact new construction.	-1.0	(\$60,125)
Reduce staff for Comprehensive Planning	Comprehensive Planning	Service will be impacted. Comprehensive and area planning projects will be delayed. Responsiveness to City Council, Planning Commission, and neighborhood requests will be impacted adversely.	-1.0	(\$114,787)
Reduce staffing for Floodplain Management	Floodplain Management	nent Service will be impacted. Work will be -1.0 delayed where there is not a statutorily mandated deadline.		(\$48,312)
Remove funds for part-time staff	N/A	Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.	0.0	(\$5,646)

City Planning Page 12

**Department:** City Real Estate Assessor

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$2,168,245	25.0
Proposed FY 2021	\$2,284,736	25.0
Revised FY 2021	\$2,170,499	25.0
Total Reduction (\$)	(\$114,237)	
Reduction Pct of Proposed		-5.0%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce personnel expenditures for the Appraisal and Appeals Program	Appraisal and Appeals	No impact to service. This action will capture salary savings accumulated from staff retirement and hiring their replacements at lower salaries.	0.0	(\$114,237)

City Real Estate Assessor Page 13

**Department:** City Treasurer

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>	
Adopted FY 2020	\$2,503,713	31.0	
Proposed FY 2021	\$2,578,364	31.0	
Revised FY 2021 \$2,522,564		31.0	
Total Reduction (\$)		(\$55,800)	
Reduction Pct of Proposed		-2.2%	

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce personnel expenditures for the Revenue Collections Program	Revenue Collections	No impact to service. This action will capture salary savings accumulated from staff turnover and hiring new employees at lower salaries.	0.0	(\$29,400)
Reduce nonpersonnel expenditures for the Revenue Collections Program	Revenue Collections	No impact to service. This action will reduce funds for mailings to capture anticipated postage cost savings from transitioning to electronic billing (ebilling). The cost savings that will be realized depends on the timeframe for implementing the e-billing service.	0.0	(\$26,400)

City Treasurer Page 14

**Department:** Clerk of the Circuit Court

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$2,873,590	49.0
Proposed FY 2021	\$3,063,550	48.0
Revised FY 2021	\$3,014,868	46.0
Total Reduction (\$)		(\$48,682)
Reduction Pct of Prop	osed	-1.6%

### **Summary of Strategies**

Strategy	ategy Program Service Impact		FTEs	Savings	
Reduce nonpersonnel expenditures	N/A	No impact to service. This action will reduce funds for the equipment, contractual services, and materials, supplies and repairs expenditure categories. The costs will be covered by special revenue funding.	0.0	(\$41,081)	
Reduce non-funded state N/A positions		Technical adjustment to eliminate a vacant Deputy Clerk I and a vacant Deputy Clerk II to reflect State Compensation Board actions for FY 2021. This adjustment aligns the city's number of state-supported positions with the State Compensation Board approved number of positions. A corresponding revenue adjustment has been made.	-2.0	(\$7,601)	

Clerk of the Circuit Court Page 15

**Department:** Commissioner of the Revenue

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$2,979,959	38.0
Proposed FY 2021	\$3,159,630	38.0
Revised FY 2021	\$3,070,641	37.0
Total Reduction (\$)		(\$88,989)
Reduction Pct of Prop	osed	-2.8%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce city funded positions in he Business Revenue  Service may be impacted. This action will eliminate one vacant city-supported Deputy I position and freeze and defund one vacant city-supported Deputy I position in the Business Revenue Team. The Team audits and investigates business establishments and activities for compliance with license tax ordinances; researches, interprets, and applies state and local tax codes; assesses business personal property and machinery and tools; and interacts significantly with the public. This reduction may hamper the capacity to handle growth in the assessing of business property and required compliance of businesses assessed.		-1.0	(\$56,292)	
Reduce city funded positions in Personal Property the Personal Property Assessment Team		Service may be impacted. This action will freeze and defund a vacant city-supported Deputy I position in the Personal Property Assessment Team. The Team assesses motor vehicles, boats, aircraft, mobile homes, and trailers. Also, as a Department of Motor Vehicles (DMV) Select location, the Team provides vehicle titling, registration, license plates, voter registration, and car dealer transaction services. This reduction may hamper customer service capabilities and the ability to handle growth in the assessing of personal property.	0.0	(\$32,697)

Commissioner of the Revenue Page 16

**Department:** Commonwealth's Attorney

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$6,006,308	61.0
Proposed FY 2021	\$6,240,587	64.0
Revised FY 2021	\$6,110,587	64.0
Total Reduction (\$)	(\$130,000)	
Reduction Pct of Proposed		-2.1%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce personnel funds to reflect attrition and temporary staffing	N/A	Service may be impacted. This strategy reduces funds for city funded positions and increases vacancy savings estimate. Delayed hiring may impact the ability to meet state caseload demand.	0.0	(\$130,000)

Commonwealth's Attorney Page 17

**Department:** Communications

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$1,941,157	18.0
Proposed FY 2021	\$1,979,985	18.0
Revised FY 2021	\$1,800,787	16.0
Total Reduction (\$)		(\$179,198)
Reduction Pct of Prop	osed	-9.1%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce funding for advertising and promotional activities	Account Management	Service will be impacted. Department will miss targeted audiences by eliminating printed materials, postage and ads. Additionally, the department will be unable to create or purchase new large city flags. This results in the loss of in-kind promotional sponsorship opportunities and the ability to reach large audiences for citywide events and initiatives.	0.0	(\$58,237)
Reduce funding for promotional activities.	Norfolk Arts	Service will be impacted. Norfolk Arts builds community through arts outreach and education. This reduction will reduce the number of art projects the program can produce.	0.0	(\$5,000)
Reduce staffing for Creative Services	Creative Services	Service will be impacted. Two Multimedia Communications Specialist positions will be eliminated. These positions support the communication needs of departmental accounts through design and social media content to share Norfolk's story across platforms. Eliminating funding will create an internal backlog of graphic design projects and delay department media communication.	-2.0	(\$115,961)

Communications Page 18

**Department:** Cultural Facilities, Arts and Entertainme

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$6,167,660	50.0
Proposed FY 2021	\$6,266,350	50.0
Revised FY 2021	\$5,765,051	41.0
Total Reduction (\$)		(\$501,299)
Reduction Pct of Prop	osed	-8.0%

#### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Event Services and Project Management	Event Services and Project Management	Service will be impacted. The Event Services and Project Management program manages all aspects of event production for SevenVenues. As a result of this action, the department will no longer have the capacity to produce events in Towne Point Park. Events such as Pridefest and Caribfest would need to work through Festevents for production assistance. This action will also eliminate the capacity to provide rental services for the show mobile and tents and other equipment for city departments and the public.	-7.0	(\$308,640)
Reduce staffing for Marketing	Marketing	Service will be reduced. Eliminating this position will stall efforts to add more corporate sales for tickets and receptions along with converting sponsors for upcoming events.	-1.0	(\$48,312)
Reduce staffing for MacArthur Programming	MacArthur Programming	No impact to service. This position has been vacant for six months, and the MacArthur team has been operating effectively. The team is very innovative and are utilizing many strategies to continue to serve the mission of the museum by spreading education of General Douglas MacArthur online to students across our state and country.	-1.0	(\$107,278)
Reduce Attucks Promotional Funding	N/A	Service will be impacted. A reduction in funds for Attucks programming will result in fewer performances and fewer high profile performers at the venue.	0.0	(\$17,069)

### **FY 2021 Revised Budget**

### **COVID Budget Reduction Summary**

Reduce funds for Theatre Festival N/A marketing

No impact to services. This action aligns funding with anticipated expenditures. Current marketing budget is \$100,000, average spend during the first two years of the festival was \$82,000.

0.0 (\$20,000)

**Department:** Debt Service

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$81,510,525	
Proposed FY 2021	\$75,624,526	
Revised FY 2021	\$73,999,236	

Total Reduction (\$) (\$1,625,290) Reduction Pct of Proposed -2.1%

#### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce ongoing cash to CIP	Capital Transfers	This strategy eliminates the transfer of ongoing revenue to the CIP. This revenue will now be used to support ongoing operating expenses. While this strategy will not impact city service levels, the use of ongoing revenue to support the CIP is a best practice and provides a hedge against an economic downturn.	0.0	(\$1,625,290)

Debt Service Page 21

**Department:** Economic Development

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$2,371,835	18.0
Proposed FY 2021	\$2,326,097	18.0
Revised FY 2021	\$2,125,796	16.0
Total Reduction (\$)		(\$200,301)
Reduction Pct of Proposed		-8.6%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Business Development	Business Expansion, Attraction and Retention	Service will be impacted. This action eliminates two vacant Business Development Manager positions. This reduction will negatively impact the city's business attraction efforts which help grow the tax base, and will reduce the level of service the city provides to help foster and grow existing local businesses	-2.0	(\$172,848)
Reduce funding for marketing	Marketing and Communications	Service will be impacted. This action reduces funds used to market Norfolk as great for business. The reduction will limit the city's outreach and exposure and may result in slower growth in the tax base.	0.0	(\$27,453)

Economic Development Page 22

**Department:** Elections

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$1,110,962	6.0
Proposed FY 2021	\$1,054,977	6.0
Revised FY 2021	\$1,002,977	6.0
Total Reduction (\$)		(\$52,000)
Reduction Pct of Proposed		-4.9%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Remove funds for part-time staff	N/A	Service will be impacted. The temporary staff furlough may lead to a higher reliance on volunteers to operate voting places during elections.	0.0	(\$52,000)

Elections Page 23

**Department:** Finance

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$6,114,197	56.0
Proposed FY 2021	\$6,574,905	56.0
Revised FY 2021	\$6,304,864	54.0
Total Reduction (\$)		(\$270,041)
Reduction Pct of Proposed		-4.1%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing in the Purchasing program	Purchasing	Service will be impacted. This action will result in workflow delays and delay procurement of good and services.	-1.0	(\$61,360)
Reduce Risk Management staffing	Risk Management	Service will be impacted. This action eliminates the City Safety Officer position. This position coordinates citywide workplace safety policies and procedures. As a result of this action, workplace safety will become decentralized at the department level and this will limit the city's ability to develop and implement a cohesive workplace safety program.	-1.0	(\$69,550)
Reduce funds for annual audit contract	Financial Reporting, Quality and Integrity Assurance	No impact to service. This is a technical adjustment to align funding with anticipated expenditures.	0.0	(\$133,248)
Remove funds for part-time staff	N/A	Service may be impacted. This action will prevent the department from being able to hire short-term temporary staff to assist with project specific work.	0.0	(\$5,883)

Finance Page 24

Department:	Fire-Rescue	
<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$47,278,783	504.0
Proposed FY 2021	\$48,891,923	514.0
Revised FY 2021	\$48,891,923	514.0
Total Reduction (\$)		\$0
Reduction Pct of Proposed		0.0%

**Summary of Strategies** 

Fire-Rescue Page 25

**Department:** General Services

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$25,757,355	132.2
Proposed FY 2021	\$26,146,770	132.2
Revised FY 2021	\$25,727,024	127.2
Total Reduction (\$)		(\$419,746)
Reduction Pct of Proposed		-1.6%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Facilities Maintenance	Facility Maintenance	Service will be impacted. The reduced staffing will delay response to maintenance and repair requests. Two vacant positions will be eliminated.	-2.0	(\$82,755)
Reduce staffing for Real Estate Services	Real Estate Services	Service will be impacted. This action will reduce the city's capacity to provide oversight of the city's real estate transactions.	-1.0	(\$44,462)
Reduce funds for supplies and equipment	Animal Health and Welfare	Service may be impacted. This action reduces the amount of cleaning, medical, and office supplies and will result in a more judicious use of existing supplies to keep the building and animals healthy. The equipment reduction may result in the need to use kennels, carts, etc. longer than the recommended useful life.	0.0	(\$45,507)
Reduce staffing in the Director's Office	Director's Office	Service may be impacted. This action eliminates a vacant Assistant Director and a vacant Management Analyst III position and may result in less effective administrative oversight of department functions.	-2.0	(\$185,602)
Remove funds for part-time staff	N/A	Service will be impacted. This strategy continues the furlough of part-time positions enacted in the fourth quarter of FY 2020. Reduced staffing increases response time to maintenance issues and decreases the annual project capacity.	0.0	(\$61,420)

General Services Page 26

**Department:** Human Resources

<b>Budget Summary</b>	Budget \$	Budget FTEs
Adopted FY 2020	\$3,657,170	33.0
Proposed FY 2021	\$3,590,493	31.0
Revised FY 2021 \$3,341,257		28.0
Total Reduction (\$)		(\$249,236)
Reduction Pct of Proposed		-6.9%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Restructure Organizational Development team	Organizational Development	Service may be impacted. This action eliminates the employee engagement program and consolidates resources within the organizational development team. This action may lead to a less engaged workforce, and as a result, less job satisfation, higher turnover, and less discretionary effort.	-1.0	(\$69,951)
Reduce staffing for Compensation and Classification	Compensation and Classification	Service may be impacted. This action furloughs one position in the compensation and classification program. This action may result in redistributed process flows, reduce the ability for compensation research and strategy development.	-1.0	(\$85,476)
Eliminate one vacant position	Director's Office	Service may be impacted. This action eliminates one vacant position in the Director's Office and may impact the department's ability to proactively undertake strategic initiatives.	-1.0	(\$88,218)
Reduce funds for part-time staff	N/A	Service may be impacted. Eliminating temporary staffing budget may result in slower process streamlines.	0.0	(\$5,591)

Human Resources Page 27

**Department:** Human Services

Budget Summary Budget \$		<b>Budget FTEs</b>
Adopted FY 2020	\$49,308,700	481.0
Proposed FY 2021	\$50,351,107	483.0
Revised FY 2021	\$50,351,107	483.0
Total Reduction (\$)		\$0
Reduction Pct of Proposed		0.0%

### **Summary of Strategies**

Human Services Page 28

**Department:** Information Technology

<b>Budget Summary</b>	Budget \$	Budget FTEs
Adopted FY 2020	\$16,789,497	91.0
Proposed FY 2021	\$17,607,279	92.0
Revised FY 2021	\$16,479,445	81.0
Total Reduction (\$)		(\$1,127,834)
Reduction Pct of Prop	oosed	-6.4%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Application Development	Application Development	Service will be impacted. This action will result in reduced capacity to assist other city departments with custom application development and maintenance.	-1.0	(\$58,971)
Reduce staffing for Customer Support Services	Customer Support Services	Service will be impacted. This action will result in increased wait times for IT Help Desk support and service. City employees will experience more technology down time, reducing overall efficiency of work.	-2.0	(\$115,653)
Reduce staffing for Enterprise Innovation and Application Services	Enterprise Innovation and Application Services	Service may be impacted. This program provides citywide support for enterprise systems and applications. The strategy will restructure staffing, resulting in an impact to support services for some system applications to prioritize network security and remote connection support with the expectation that increased telework capabilities remain standard practice.	-1.0	(\$52,108)
Reduce staffing for Public Safety Radio and Technology Support	Public Safety Radio and Technology Support	Service will be impacted. This action will result in the elimination of three positions and reduce application support services for public safety, placing greater reliance on the technology support unit within the Police department.	-3.0	(\$203,672)
Reduce staffing for Information Technology Assets Management	Information Technology Asset Management	Service will be impacted. This action eliminates one vacant position and will reduce ArcGIS capabilities including data maintenance and analysis, mapping and data visualization, troubleshooting and technical support, and application development.	-1.0	(\$61,360)

Information Technology Page 29

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Reduce office supplies budget	Director's Office	No impact to service. This is a technical adjustment to align funding with anticipated utilization.	0.0	(\$12,722)
Reduce funding for contractual services	Application Development	Service may be impacted. This action reduces funds for applications that are being phased out by the city and will no longer have technical support. These applications include WebEOC, Crystal Enterprise and more. Consultant services for upgrades will be eliminated and the department will need to absorb the additional workload. Currently the city has two forms of internet connection, cable and WiFi. Cable internet connection is redundant and will be eliminated.	0.0	(\$122,247)
Reduce funding for data airtime and public WiFi	Telecommunications	Service will be impacted. This action will reduce funding for for data airtime. This service has been made redundent by the expansion of the city's institutional network (i-net). This action also eliminates all public WiFi at recreation centers, Towne Point Park, and Nauticus.	0.0	(\$152,000)
Remove funds for enhanced network security	N/A	No impact to service. The Proposed FY 2021 budget included funds for enhanced network security. This action removes that enhancement and maintains the current service level.	-1.0	(\$74,853)
Remove funds for enhanced cybersecurity	N/A	No impact to service. The Proposed FY 2021 budget included funds for enhanced cybersecurity. This action removes that enhancement and maintains the current service level.	-2.0	(\$115,535)
Remove funds for part-time staff	N/A	Service will be impacted. Part-time staff supplement the work done by the department's full-time staff. This reduction will result in increased workloads for full-time staff. As a result, work will be delayed and lower priority projects may be eliminated.	0.0	(\$158,713)

Information Technology Page 30

**Department:** Libraries

Budget Summary Budget \$		<b>Budget FTEs</b>		
Adopted FY 2020	\$9,789,885	98.5		
Proposed FY 2021	\$9,976,333	99.5		
Revised FY 2021 \$6,988,151		68.5		
Total Reduction (\$)		(\$2,988,182)		
Reduction Pct of Proposed		-30.0%		

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Remove funds for part-time staff	N/A	Service will be impacted. This action is a city-wide furlough of part-time positions. Beginning in July, the city plans to only open anchor branch libraries. Full-time staff will be available to fully staff those libraries as a result of the closure of neighborhood branch libraries.	0.0	(\$1,076,894)
Reduce staff to align with library facility plan	Branch Operations	Service will be impacted. This action aligns staffing levels with the library facility plan that will see only anchor branch libraries open to begin FY 2021. As the city begins it's financial recovery from the COVID-19 pandemic, it will look to bring more library facilities back online based on improved revenue projections.	-31.0	(\$1,398,068)
Reduce books and materials	Books and Digital Media	Service will be impacted. This action aligns funding with anticipated utilization. Neighborhood branch libraries will be closed and will not require new books or other media.	0.0	(\$270,000)
Reduce funds for security, custodial, and utilities based on utilization	Branch Operations	No impact to service. The city will begin FY 2021 operating only a limited number of libraries. This action aligns funding with anticipated utilization to account for closed facilities	0.0	(\$243,220)

Libraries Page 31

**Department:** Nauticus

Budget Summary Budget S		Budget FTEs
Adopted FY 2020	\$4,433,492	28.0
Proposed FY 2021 \$4,361,62		28.0
Revised FY 2021 \$3,831,603		27.0
Total Reduction (\$)	(\$530,020)	
Reduction Pct of Proposed		-12.2%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Museum Operations	Museum Operations	No impact to service. This action will reduce expenses while continuing to provide the level of service that guests have come to expect while touring the USS Wisconsin and the Nauticus Museum	-1.0	(\$57,936)
Reduce operational budget	Museum Operations	No impact to service. This action is a technical adjustment to align funding with anticipated utilization.	0.0	(\$103,000)
Reduce funds for cruise terminal marketing	Cruise Terminal	Service will be impacted. This action will reduce funds used to market Norfolk and the Cruise Terminal as a great destination for cruise lines. Reduced marketing may lead to fewer cruise ship visits and less revenue.	0.0	(\$19,013)
Remove funds for part-time staff	N/A	Service will be impacted. Part-time staff are critical to the visitor experience at Nauticus and the Battleship Wisconsin. The department does not believe they can effectively re-open without some level of part-time staff to assist with admissions, guest services, and large scale cruise operations.	0.0	(\$350,071)

Nauticus Page 32

**Department:** Neighborhood Development

Budget Summary Budget \$		<b>Budget FTEs</b>
Adopted FY 2020	\$4,923,765	52.0
Proposed FY 2021 \$5,140,370		56.0
Revised FY 2021 \$4,682,208		50.0
Total Reduction (\$)	(\$458,162)	
Reduction Pct of Proposed		-8.9%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for Code Enforcement	Code Enforcement	Service will be impacted. This action will result in delays in service including confirming compliance with building maintenance codes, nuisance violations, tall weeds and grass violations, emergency on call inspections, graffiti removal, trash and debris removal, demolition services, building board ups, elevator inspection compliance, and zoning violations across the city.	-3.0	(\$162,545)
Reduce staffing at the Norfolk Cares Call Center	Norfolk Cares Call Center	Service will be impacted. This action will result in longer initial wait times for citizens contacting Norfolk Cares, and delays in resolving citizen requests and inquiries.	-3.0	(\$89,984)
Reduce funding for non- emergency demolitions	Nuisance Abatement and Demolition	Service will be impacted. This action will result in reduced capacity for demolitions across the city. As a result of the reduction, the city will no longer be able to complete non-emergency demolitions.	0.0	(\$142,000)
Reduce funding for Neighborhood Engagement	Neighborhood Engagement	Service will be impacted. This action will eliminate funding for green neighborhood signs, and reduce funding used to promote the Rent Ready program.	0.0	(\$16,982)
Reduce operating costs in the Director's Office	Director's Office	Service may be impacted. This action will reduce the opportunity for staff development, which may lead to a less engaged workforce.	0.0	(\$10,967)
Remove funds for part-time staff	N/A	Service will be impacted. This action will reduce support for Neighborhood Engagement and the Norfolk Cares hotline.	0.0	(\$35,684)

**Department:** Norfolk Community Services Board

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$25,078,661	265.3
Proposed FY 2021	\$25,157,177	272.3
Revised FY 2021	\$24,098,437	272.3
Total Reduction (\$)	(\$1,058,740)	
Reduction Pct of Proposed		-4.2%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce nonpersonnel budget	Housing and Employment Services	No impact to service. The department will actively manage existing program budgets to remain within spending authorization.	0.0	(\$58,740)
Increase revenue from reserve fund balance	N/A	No impact to service. This strategy increases revenue by utilizing designated fund balance to lower local match requirements. State guidance for department mandated services recommended use of reserves to maintain current service levels during the pandemic.	0.0	(\$1,000,000)

**Department:** Norfolk Public Schools

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$336,161,810	
Proposed FY 2021	\$348,420,331	
Revised FY 2021	\$340,420,331	

Total Reduction (\$) (\$8,000,000) Reduction Pct of Proposed -2.3%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Adjust local support for schools based on revenue sharing formula	School Funding	Impact to service unknown. The School Board will submit a revised budget indicating impact based on revised appropriation. The city may also use one-time SWIFT money to offset loss in consumption based tax revenue driving the funding reduction.	0.0	(\$8,000,000)

Norfolk Public Schools Page 35

**Department:** Outside Agencies

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$54,386,258	
Proposed FY 2021	\$54,073,902	
Revised FY 2021	\$50,840,524	

Total Reduction (\$) (\$3,233,378) Reduction Pct of Proposed -6.0%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Eliminate funds for Human Services Grants	Community Initiatives	Service will be impacted. Human Services Grants provide resources to Norfolk's at-risk and vulnerable populations. This action eliminates funding for this program in FY 2021 and may result in worsening outcomes for the population served by this grant program.	0.0	(\$662,177)
Eliminate funds for Arts and Humanities Grants	Norfolk Arts and Culture Consortium	Service will be impacted. Arts and Humanities Grants support public art initiatives and local arts organizations. This action will negatively impact the local arts communities ability to produce work and inspire the next generation of artists and creators.	0.0	(\$223,504)
Eliminate funds for St. Paul's Community Development Corporation (CDC)	Economic Development Initiatives	No impact to service. The St. Paul's CDC has not yet been organized and as a result no funding is needed.	0.0	(\$300,000)
Reduce funds for Outside Agency Arts and Culture Organizations	Community Initiatives	<del>-</del>		(\$165,915)
Eliminate Funding for Hampton Roads Sports Commission	City Memberships and Dues	Service will be impacted. This action is expected to result in less capacity to attract sporting events to the Hampton Roads region.	0.0	(\$36,000)

Outside Agencies Page 36

Adjust funding for The Zoo and	Community Initiatives	Service may be impacted. The Zoo	0.0	(\$479,222)
Nauticus Foundations		and Nauticus foundations are funded through the combination of a fixed grant award and a revenue sharing payment for ticket sales beyond an agreed upon baseline. As a result of the pandemic, ticket sales projections for both organization were revised down below the revenue sharing base. This action reduces the fixed grant payment by half for each organization, while decreasing the revenue sharing baseline. As a result, the organizations will receive less guaranteed city funding, in exchange for the opportunity to generate significantly more funds through the revenue sharing agreement.		
Provide funds to support Teens with a Purpose	Community Initiatives	No impact to service. Funding for Teens with a Purpose will move from Human Services Grants to a direct outside agency grant.	0.0	\$54,000
Eliminate Funds for Citywide Marketing	Norfolk Arts and Culture Consortium	Service will be impacted. This action eliminates Norfolk Arts Consortium Citywide Marketing funds. The city uses these funds to subsidize the Arts Consortium's promotional efforts. Eliminating these funds may reduce the scope and reach of Norfolk's arts and culture event and result in reduced city revenue.	0.0	(\$100,500)
Remove proposed enhancement for Norfolk Redevelopment and Housing Authority (NRHA)	Economic Development Initiatives	No impact to service. This strategy is a removal of an enhancement contained in the FY 2021 proposed budget. This strategy maintains prior year funding for administrative support.	0.0	(\$100,000)
Reduce funds for Hampton Roads Transit	Public Transportation	No impact to service is anticipated. No changes to routes or headways will occur in FY 2021 as a result of this reduction. This reduction reflects the impact of the recordation tax on transportation funding for Hampton Road's localities. The reduction reflects prior year funding and the minimum funding required in FY 2021. A corresponding revenue adjustment has been made.	0.0	(\$480,360)

Outside Agencies Page 37

Reduce funds for Tourism Infrastructure Repairs (Debt Service)	Economic Development Initiatives	No impact to service. This strategy aligns with the reforecast of designated funds. A corresponding revenue adjustment has been made.	0.0	(\$353,700)
Remove proposed enhancement for Norfolk Behavioral Health Docket	Community Initiatives	No impact to service. The Proposed FY 2021 Budget included funds to create a Behavioral Health Docket at the General District Court.	0.0	(\$50,000)
Reduce funds for Norfolk Convention and Visitor's Bureau	Community Initiatives	Service will be impacted. One dollar of the three dollar bed tax is designated to Visit Norfolk for marketing. This adjustment reflects the updated revenue projection for bed tax revenue and does not reflect a savings to the city. The funding amount will change based on actual results.	0.0	(\$336,000)

Outside Agencies Page 38

**Department:** Police

<b>Budget Summary</b>	Budget \$	Budget FTEs		
Adopted FY 2020	\$77,618,592	873.0		
Proposed FY 2021	\$79,135,752	879.0		
Revised FY 2021	\$77,989,432	859.0		
Total Reduction (\$) (\$1,146,320)				
Reduction Pct of Proposed		-1.4%		

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Freeze twenty sworn officer positions	Patrol Services	This strategy will not have an immediate impact to service levels. The department will still be able to maintain normal academy hiring practices during FY 2021 and FY 2022 with the lower level of authorized sworn personnel due to recent attrition rates.	-20.0	(\$822,320)
Reduce funds for part-time staff	Crowd, Traffic, and Special Events Management	Service will be impacted. This action is the continuation of the furlough of part-time staff and will place added strain on Norfolk Police Department's over-time budget. Funds for School Crossing Guards remain in the budget and are not impacted by this action.	0.0	(\$324,000)

Police Page 39

Department:	Public Health	
<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$3,459,696	8.5
Proposed FY 2021	\$3,541,133	7.0
Revised FY 2021	\$3,541,133	7.0
Total Reduction (\$)	)	\$0
Reduction Pct of Pr	roposed	0.0%

**Summary of Strategies** 

Public Health Page 40

**Department:** Public Works

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$16,996,849	142.0
Proposed FY 2021	\$17,415,735	141.0
Revised FY 2021	\$16,477,715	129.0
Total Reduction (\$)	(\$938,020)	
Reduction Pct of Proposed		-5.4%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce staffing for the Construction, Design, and Engineering program	Construction, Design, and Engineering	Service will be impacted. This action will result in fewer positions to manage construction contracts reducing oversight and quality control of projects. Three positions will be eliminated.	-3.0	(\$192,794)
Reduce staffing and nonpersonnel funds for street repairs and maintenance	Street Repairs and Maintenance	Service will be impacted. This action reduces staffing and nonpersonnel funds for the repair and maintenance of the city's network of streets and bridges. Specifically this action will result in an eight percent reduction in sidewalk and pothole repairs, a two percent reduction in road resurfacing, a 32 percent reduction in concrete resurfacing, and a 50 percent reduction in curb and gutter repair. Seven positions will be eliminated.	-7.0	(\$552,608)
Reduce staffing for the Survey Services program	Survey Services	Service will be impacted. This action eliminates two vacant positions. Specifically this action is expected to result in a two day increase in survey request response time, a three day increase in plat and plan review, drawing review, and parcel description prep time. This action is also expected to eliminate the program's capacity to complete topographical and boundary requests.	-2.0	(\$118,810)
Reduce Vibrant Cities capacity	Director's Office	Service will be impacted. This action will result in fewer projects being completed annually.	0.0	(\$71,154)
Remove funds for part-time staff	N/A	No impact to service. This strategy continues the furlough of part-time positions. The department does not historically employ part-time staffers.	0.0	(\$2,654)

Public Works Page 41

**Department:** Recreation, Parks and Open Space

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$18,091,818	209.0
Proposed FY 2021	\$17,965,264	208.0
Revised FY 2021	\$11,854,912	134.0
Total Reduction (\$)		(\$6,110,352)
Reduction Pct of Proposed		-34.0%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce mowing and landscape capacity	Mowing and Landscape Maintenance	Service will be impacted. This action will result in mowing cycles increased from 12-14 days to 16-21 days. Bed maintenance will be reduced from twice per month to once per month. Four vacant positions will be eliminated.	-4.0	(\$140,388)
Reduce citywide maintenance of trees and shrubs	Urban Forestry	Service will be impacted. As a result of this action, maintenance, pruning, removal, and installation of trees and shrubbery will be less frequent throughout the year. Four vacant positions will be eliminated.	-4.0	(\$160,681)
Suspend the N.E.L. program	Norfolk Emerging Leaders and Youth Initiatives	Service will be impacted. As a result of this action, the N.E.L. program is being suspended for FY 2021. The suspension of this program is primarily a public health decision rather than a financial decision. Nonpersonnel expenditures will not be needed. Staffing expenditures for the program are included in the temporary staffing reduction.	0.0	(\$75,920)
Reduce project management capacity	Park Planning and Design	Service will be impacted. This action will result in reduced capacity including increased timelines for analysis, design, and response for projects. One vacant position will be eliminated. One position will be furloughed.	-2.0	(\$124,674)
Reduce program outreach capacity	Community Engagement and Education	Service will be impacted. This action will result in fewer opportunities for events and programs at parks. Park patrols will be restructured. One vacant position will be eliminated.	-1.0	(\$32,024)

### FY 2021 Revised Budget

### **COVID Budget Reduction Summary**

Suspend aquatics program	Aquatics	Service will be impacted. As a result of this action no aquatic services will be offered due to public health concerns with COVID-19. Two vacant positions will be eliminated. 15 positions will be furloughed.	-17.0	(\$492,952)
Reduce funds for supplies	Director's Office	Service will be impacted. This action will result in reduced supplies which will increase electronic communications and reports. There will be a decrease in rentals, promotional activities, and marketing for department programs.	0.0	(\$100,000)
Restructure programmatic services	Recreation Programming	Service will be impacted. As a result of this action fewer recreation and community centers will be open amid the COVID-19 health crisis. This will result in fewer available locations to take classes, exercise, and participate in other activities. Facilities planned to be reopened are East Ocean View Recreation Center, Norview Community Center, Lambert's Point Community Center, Berkley Community Center, and Huntersville Community Center. With the furlough of temporary staffing, permanent positions will backfill the hours normally provided by temporary staff at these locations. After redeployment of permanent staff, 46 remaining positions will be furloughed or eliminated.	-46.0	(\$2,032,478)
Remove funds for part-time staff	N/A	Service will be impacted. This action continues the furlough of part-time positions. Part-time staff primarily supports beach operations, recreation center programming, and the N.E.L. program.	0.0	(\$2,279,112)
Reduce funds for security, custodial, and utilities based on utilization	Recreation Programming	No impact to service. The city will begin FY 2021 operating only a limited number of recreation centers. This action aligns funding with anticipated utilization to account for closed facilities.	0.0	(\$672,123)

**Department:** Resilience

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$421,720	4.0
Proposed FY 2021	\$680,833	5.0
Revised FY 2021	\$630,090	5.0
Total Reduction (\$)	(\$50,743)	
Reduction Pct of Proposed		-7.5%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce funding for contracted coastal resilience work			0.0	(\$27,327)
Remove funds for part-time staff	N/A	Service will be impacted. Remove funds for furlough of part-time staff. This will reduce administrative support for the Department of Resilience.	0.0	(\$23,416)

Resilience Page 44

**Department:** Sheriff and Jail

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>
Adopted FY 2020	\$34,214,201	447.0
Proposed FY 2021	\$35,940,835	447.0
Revised FY 2021	\$35,060,185	440.0
Total Reduction (\$)		(\$880,650)
Reduction Pct of Pro	posed	-2.5%

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Adjust nonpersonnel costs	Constitutional Administrative Office	Service may be impacted. This action adjusts nonpersonnel funds based on usage. Impact may result in reduced frequency of repairs, reduced office supplies for employees, reduced funds for department vehicle maintenance, and reduced supplies for employee clothing supplies.	0.0	(\$250,000)
Reduce non-funded state positions	Constitutional Administrative Office	Service will be impacted. Technical adjustment to eliminate seven vacant Deputy Sheriff positions to reflect State Compensation Board actions for FY 2021. A corresponding revenue adjustment has been made.	-7.0	(\$105,650)
Increase revenue from video visitation services	Inmate Services	No impact to service. This action recognizes new revenue that they city will receive as a result of an expanded video visitation program.	0.0	(\$525,000)

Sheriff and Jail Page 45

**Department:** Slover Library

<b>Budget Summary</b>	Budget \$	Budget FTEs		
Adopted FY 2020	\$2,745,434	27.0		
Proposed FY 2021	\$2,691,468	27.0		
Revised FY 2021	\$2,521,255	35.0		
Total Reduction (\$) (\$170,213)				
Reduction Pct of Propo	-6.3%			

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
emove funds for part-time staff  N/A  Service Impact  Service will be impacted. This action continues the furlough of part-time positions. Slover is heavily reliant on part-time staff across all seventeen of it's service points. The continued furlough, in the absence of any mitigating actions, will result in a severely diminished visitor experience, reduced hours, and reduced programming.		0.0	(\$450,000)	
Transfer eight Library Associate I's from NPL furlough	N/A	As a result of the FY 2021 library facilities plan, only Slover, Jordan Newby, and Mary D. Pretlow libraries are planned to open on July 1. As a result, some library staff have been furloughed. This actions reassigns eight furloughed NPL staff to Slover, to mitigate the impact of the part-time employee furlough. As a result, Slover will be able to provide a level of service that is more similar to precovid levels	8.0	\$279,787

Slover Library Page 46

**Department:** St. Paul's Area Transformation

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>	
Adopted FY 2020	\$3,658,000	4.0	
Proposed FY 2021	\$3,888,116	5.0	
Revised FY 2021	\$2,088,116	5.0	
Total Reduction (\$) (\$1,800,000)			
Reduction Pct of Prop	osed	-46.3%	

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Use St. Paul's Area Transformation funds to support general operating expenses in FY 2021	People First	No impact to service. Utilize the FY 2020 dedicated revenue carryforward for FY 2021 People First and Redevelopment expenses. This strategy allows the use of the FY 2021 designated St. Paul's funds for unrestricted General Fund use with no reduction to planned programming for St. Paul's residents.	0.0	(\$1,800,000)

St. Paul's Area Transformation Page 47

**Department:** Transit

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>		
Adopted FY 2020	\$12,466,052	66.0		
Proposed FY 2021	\$12,189,420	66.0		
Revised FY 2021	\$11,640,634	62.0		
Total Reduction (\$) (\$548,786)				
Reduction Pct of Pro	-4.5%			

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Reduce funds for Neighborhood Safety program	Neighborhood Safety	Service will be impacted. This action will reduce the number of studies and safety implementation measures to critical needs only. Traffic reviews, street lighting, control signs, signal improvements, and pedestrian signals will only be implemented if categorized as a critical safety issue. One position will be furloughed. One vacant position will be eliminated.	-2.0	(\$104,922)
Delay LED street light conversion program	Street Lighting	Service will be impacted. LED conversion will continue until prioryear funding is exhausted. Planned funds will be delayed one year resulting in a temporary hiatus of LED street light conversions.	0.0	(\$75,000)
Restructure project management	Traffic Engineering	Service will be impacted. This action will change the internal processes for oversight of traffic management, projects, analysis, and design. One position will be furloughed.	-1.0	(\$127,940)
Reduce signal, signs, and pavement maintenance	Traffic Operations	Service will be impacted. As a result of this action, signal system maintenance will be delayed and only addressed if deemed a critical safety hazard. New and/or replacement signs will only be installed if identified as a critical safety hazard. Pavement marking will prioritize safety related issues and suspend normal maintenance. One vacant position will be eliminated.	-1.0	(\$215,924)

Transit Page 48

### FY 2021 Revised Budget

### **COVID Budget Reduction Summary**

Remove proposed enhancement Neighborhood Safety
for Vision Zero community project

2021 Budget included \$25,000 to continue the Vision Zero program. In FY 2020 this program was funded with \$25,000 of one-time support. This action eliminates the enhanced funding.

Transit Page 49

**Department:** Zoological Park

<b>Budget Summary</b>	Budget \$	<b>Budget FTEs</b>		
Adopted FY 2020	\$4,463,294	52.6		
Proposed FY 2021	\$4,553,265	52.6		
Revised FY 2021	\$4,150,607	51.6		
Total Reduction (\$) (\$402,658)				
Reduction Pct of Propo	-8.8%			

### **Summary of Strategies**

Strategy	Program	Service Impact	FTEs	Savings
Restructure staffing for Landscape and Facilities	Landscape and Facilities Beautification	No impact to service. The department views this program as a core service. In order to maintain service levels and generate cost savings they will reclassify one oversight position and furlough an additional position for two entry level positions focused on horticulture and groundskeeping services.		(\$42,523)
Reduce staffing for operations	Animal Operations	Service may be impacted. The department will furlough two managerial positions and add one entry level position for animal operations.	-1.0	(\$115,281)
Remove funds for part-time staff	N/A	Service will be impacted. The furlough of part-time Customer Service Representatives leaves the department with only two full-time employees to handle ticket sales. The department may need to use other staff members to help cover during peak hours.	0.0	(\$189,854)
Reduce nonpersonnel budget	Animal Operations	Service may be impacted. Aquatic management services will be brought in house to generate contractual savings. Travel costs will be reduced by encouraging virtual professional development. Animal acquisition and transportation costs will also be reduced.	0.0	(\$55,000)

Zoological Park Page 50





### **MEMORANDUM**

TO:	City Council
CC TO:	DCM's; Greg Patrick, Budget Director
FROM:	Dr. Chip Filer, City Manager
SUBJECT:	Proposed Revisions to the FY 2021 - FY 2025 CIP
DATE:	5/9/2020

This letter transmits the recommended adjustments to the FY 2021 – FY 2025 Proposed Five-Year Capital Improvement Plan (CIP). These adjustments are a result of the revenue loss projected due to the impact of the COVID-19 pandemic. This document details our guiding principles for adjusting the CIP, the benefits of delayed funding, the use of prior year funds to manage necessary maintenance issues, details on the projects that were adjusted, and an updated recommended five-year CIP.

### Guiding Principles for Revised FY 2021 - FY 2025 CIP

We employed three principles in our decision-making on funding of projects:

- Delay instead of eliminating projects
  - Fund essential projects including legal obligations or commitments, St. Paul's Area Transformation, and critical infrastructure and maintenance
- Reprioritize prior-year, unobligated funds for necessary maintenance during FY 2021
- Continue enterprise funds capital programs as planned, including enhanced investment in Storm Water / Resilience

### **Benefits of Delayed Funding**

The revised CIP five-year plan does not eliminate any projects, but delays funding based on categorization. Non-essential projects are delayed rather than eliminated and are included within the five-year CIP between FY 2022 and FY 2025. Essential projects will still receive funding in FY 2021. Essential projects include legal obligations or commitments, St. Paul's Area Transformation, and critical infrastructure and maintenance. Delaying the funding will potentially slow the growth of the city's debt service costs in FY 2022 and FY 2023. This action also reduces the cash that was going to be transferred to the CIP from the General Fund balance and will instead be used as reserves as we work to close the budget gap in FY 2021.

While the plan is to simply delay funding of projects, it is quite possible that non-essential projects will need to be further delayed or eliminated from the current 5-year plan should future financial conditions necessitate.

### **Use of Prior Year Funds**

As of April 20, 2020, the city had almost \$49.3 million in prior-year, unobligated funds in the General Capital program. Departments have been asked to review prior-year unobligated funds in projects that have not yet been started and weigh them against planned projects for FY 2021. After reprioritizing projects, the prior-year unobligated funds will be used to manage the necessary projects and maintenance for FY 2021.

### **Enterprise Funds**

Enterprise Funds – Water, Wastewater, and Storm Water – will continue with their proposed CIPs although the timeline of the projects will be impacted by revenue collections and adhering to their adopted financial policies. The Parking Fund will delay the majority of their CIP until FY 2022.

### **Summary of General Capital CIP Actions**

The recommended CIP reduces the proposed General Capital CIP Five-Year total by \$23,952,000 from \$328,177,000 to \$304,225,000. These actions reduce the FY 2021 CIP by \$75,977,000 from \$124,127,000 to \$48,150,000.

### Summary of Adjustments to Proposed FY 2021 – FY 2025 General Capital CIP

Fiscal Year	Pre-COVID-19	Post COVID-19	Change
FY 2021	\$124,127,000	\$48,150,000	(\$75,977,000)
FY 2022	\$59,350,000	\$56,125,000	(\$3,225,000)
FY 2023	\$45,875,000	\$96,875,000	\$51,000,000
FY 2024	\$46,150,000	\$51,400,000	\$5,250,000
FY 2025	\$52,675,000	\$51,675,000	(\$1,000,000)
5 Year Total	\$328,177,000	\$304,225,000	(\$23,952,000)

I appreciate your patience as we worked to rerun numbers and provide you with the best possible recommendation to see us through this difficult time. Should you have any questions please contact me. Otherwise, we will discuss this in more detail on Tuesday, May 12<sup>th</sup>.

Sincerely, Chip

Dr. Chip Filer - City Manager

RFOLK

Office of the City Manager

1101 City Hall Building

810 Union Street

Norfolk, Virginia 23510

757-664-4242 direct

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### **General Capital**

	Jeneral Capital				
	Department	Project	Proposed FY 2021	Revised FY 2021	Detail
1	Cultural Facilities	Improve Cultural Facilities	\$500,000	\$0	Delayed 1 year
2	Cultural Facilities	Install Dehumidification System at Scope Arena	\$500,000	\$0	Delayed 1 year
3	Cultural Facilities	Improve Harbor Park	\$165,000	\$0	Delayed 1 year
4	Cultural Facilities	Renovate Chrysler Hall	\$50,000,000	\$0	Delayed 2 years
5	General Services	Maintain Municipal Facilities	\$1,700,000	\$0	Delayed 1 year
6	General Services	Maintain Fire Stations	\$500,000	\$0	Delayed 1 year
7	General Services	Improve and Maintain the Zoo	\$560,000	\$0	Delayed 1 year
8	General Services	Upgrade Security at City Facilities	\$500,000	\$0	Delayed 1 year
9	General Services	Replace In-Ground Vehicle Lifts	\$300,000	\$0	Delayed 1 year
10	Communications	Support Citywide Public Art	\$250,000	\$0	Delayed 1 year
11	Public Works	Demolish the Willis Building	\$1,500,000	\$0	Delayed 2 years
12	Public Works	Improve Neighborhood Streets	\$550,000	\$0	Delayed 1 year
13	Public Works	Support Elizabeth River Trail Capital Campaign	\$250,000	\$0	Delayed 1 year
14	Public Works	Improve Citywide Dredging and Waterways	\$150,000	\$0	Delayed 1 year
15	Nauticus	Maintain USS Wisconsin BB-64	\$500,000	\$0	Delayed 1 year
16	Recreation, Parks, and Open Space	Implement RPOS Master Plan	\$500,000	\$0	Delayed 1 year
17	Recreation, Parks, and Open Space	Improve Existing Community Centers	\$200,000	\$0	Delayed 1 year
18	Recreation, Parks, and Open Space	Improve Community and Neighborhood Parks	\$250,000	\$0	Delayed 1 year
19	Cemeteries	Improve Cemeteries Infrastructure	\$250,000	\$0	Delayed 1 year
20	Transit	Reconstruct Westminster Avenue	\$1,000,000	\$0	Delayed 1 year
21	Transit	Improve Street Lights	\$100,000	\$0	Delayed 1 year
22	Transit	Convert Street Lights to LED	\$75,000	\$0	Delayed 1 year
23	Transit	Implement Complete Streets Initiative	\$200,000	\$0	Delayed 1 year
24	Transit	Improve Colonial Avenue for Pedestrians	\$550,000	\$0	Delayed 1 year

	Department	Project	Proposed FY 2021	Revised FY 2021	Detail
25	Neighborhood Development	Strengthen Neighborhoods Through Affordable Housing	\$1,750,000	\$0	Delayed 1 year
26	NRHA	Acquisition and Demolition of Blighted Properties in Willoughby	\$200,000	\$0	Delayed 1 year
27	Central	Revitalize St. Paul's Community	\$3,000,000	\$0	Delayed 1 year
28	Norfolk Public Schools	Acquire School Buses	\$1,000,000	\$0	Delayed 1 year
	<b>General Capital Total</b>		\$67,000,000	\$0	

### Parking

	Project	Proposed FY 2021	Revised FY 2021	Detail
1	Maintain Parking Facilities	\$600,000	\$0	Delayed 1 year
2	Repair Main Street Garage Elevators	\$600,000	\$0	Delayed 1 year
3	Repair Town Point Garage Elevators	\$850,000	\$0	Delayed 1 year
	Parking Total	\$2,050,000	\$0	

# Recommended Five-Year CIP by Fund

# **General Capital**

	<b>General Capital</b>		Proposed		Plan	ned		
	Department	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
1	Cultural Facilities	Improve Cultural Facilities	\$0	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$3,500,000
2	Cultural Facilities	Install Dehumidification System at Scope Arena	\$0	\$500,000	\$0	\$0	\$0	\$500,000
3	Cultural Facilities	Improve Harbor Park	\$0	\$165,000	\$0	\$0	\$0	\$165,000
4	Cultural Facilities	Renovate Chrysler Hall	\$0	\$0	\$50,000,000	\$5,000,000	\$0	\$55,000,000
5	General Services	Maintain Municipal Facilities	\$0	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$14,000,000
6	General Services	Replace Chiller at Central Energy Plant	\$800,000	\$0	\$0	\$0	\$0	\$800,000
7	General Services	Renovate the School Admin Building	\$3,400,000	\$0	\$0	\$0	\$0	\$3,400,000
8	General Services	Support Jail Improvements	\$345,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,545,000
9	General Services	Maintain Fire Stations	\$0	\$500,000	\$250,000	\$500,000	\$500,000	\$1,750,000
10	General Services	Improve and Maintain the Zoo	\$0	\$560,000	\$0	\$0	\$0	\$560,000
11	General Services	Upgrade Security at City Facilities	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
12	General Services	Maintain Wells Theatre	\$750,000	\$0	\$0	\$0	\$0	\$750,000
13	General Services	Replace In-Ground Vehicle Lifts	\$0	\$300,000	\$0	\$0	\$0	\$300,000
14	General Services	Develop New Animal Care Facility	\$0	\$0	\$0	\$0	\$10,000,000	\$10,000,000
15	General Services	Relocate the Registrar's Office	\$0	\$0	\$0	\$0	\$0	\$0
16	Communications	Support Citywide Public Art	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
17	IT	Relocate City's Data Center	\$8,000,000	\$0	\$0	\$0	\$0	\$8,000,000
18	Public Works	Demolish the Willis Building	\$0	\$0	\$1,500,000	\$0	\$0	\$1,500,000
19	Public Works	Replace Fire Station 11	\$5,400,000	\$0	\$0	\$0	\$0	\$5,400,000
20	Public Works	Improve Neighborhood Streets	\$0	\$550,000	\$550,000	\$550,000	\$550,000	\$2,200,000
21	Public Works	Support Elizabeth River Trail Capital Campaign	\$0	\$250,000	\$0	\$0	\$0	\$250,000

			Proposed		Plan	ned		
	Department	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
22	Public Works	Repair, Replace, and Maintain Bridges	\$700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,700,000
23	Public Works	Rehabilitate Hampton Blvd Bridge	\$700,000	\$7,000,000	\$0	\$0	\$0	\$7,700,000
24	Public Works	Improve Citywide Dredging and Waterways	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
25	Public Works	Control Beach Erosion	\$525,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,525,000
26	Nauticus	Maintain USS Wisconsin BB- 64	\$0	\$500,000	\$750,000	\$500,000	\$500,000	\$2,250,000
27	Nauticus	Dredge Beneath the USS Wisconsin BB-64	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
28	Nauticus	Replace Cruise Terminal Passenger Boarding Bridge	\$4,850,000	\$0	\$0	\$0	\$0	\$4,850,000
29	Nauticus	Improve the Nauticus Facility	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000
30	Recreation, Park, and Open Space	Implement RPOS Master Plan	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
31	Recreation, Park, and Open Space	Improve Existing Community Centers	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
32	Recreation, Park, and Open Space	Improve Community and Neighborhood Parks	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
33	Cemeteries	Improve Cemeteries Infrastructure	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
34	Transit	Improve Street Infrastructure Citywide	\$730,000	\$3,500,000	\$4,500,000	\$4,500,000	\$4,500,000	\$17,730,000
35	Transit	Install ADA Ramps Citywide	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
36	Transit	Reconstruct Westminster Avenue	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
37	Transit	Enhance Signals and Intersections	\$100,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,100,000
38	Transit	Improve Street Lights	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
39	Transit	Convert Street Lights to LED	\$0	\$100,000	\$125,000	\$150,000	\$175,000	\$550,000

			Proposed		Plan	ned		
	Department	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
40	Transit	Implement Complete Streets Initiative	\$0	\$200,000	\$750,000	\$750,000	\$750,000	\$2,450,000
41	Transit	Improve Colonial Avenue for Pedestrians	\$0	\$550,000	\$0	\$0	\$0	\$550,000
42	Transit	Improve Road Infrastructure in St. Paul's Area	\$4,000,000	\$4,000,000	\$3,000,000	\$3,000,000	\$0	\$14,000,000
43	Neighborhood Development	Strengthen Neighborhoods Through Affordable Housing	\$0	\$1,750,000	\$1,750,000	\$1,750,000	\$0	\$5,250,000
44	NRHA	Acquisition and Demolition of Blighted Properties in Willoughby	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
45	NRHA	Improve Infrastructure at Moton Circle	\$750,000	\$0	\$0	\$0	\$0	\$750,000
46	NRHA	Provide Funds for Acquisition in Wards Corner	\$700,000	\$0	\$0	\$0	\$0	\$700,000
47	Central	Acquire Fleet Vehicles and Equipment	\$2,500,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$18,500,000
48	Central	Acquire Technology	\$3,300,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$19,300,000
49	Central	Improve Infrastructure and Acquire Property	\$600,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,600,000
50	Central	Revitalize St. Paul's Community	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000
51	Central	Fund Chrysler Museum Capital Campaign	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000
52	Norfolk Public Schools	Address Major School Maintenance	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$45,000,000
53	Norfolk Public Schools	Acquire School Buses	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000
	General Capital Total		\$48,150,000	\$56,125,000	\$96,875,000	\$51,400,000	\$51,675,000	\$304,225,000

General Capital Total \$48,150,000 \$56,125,000 \$96,875,000 \$51,400,000 \$51,675,000 \$304,225,000



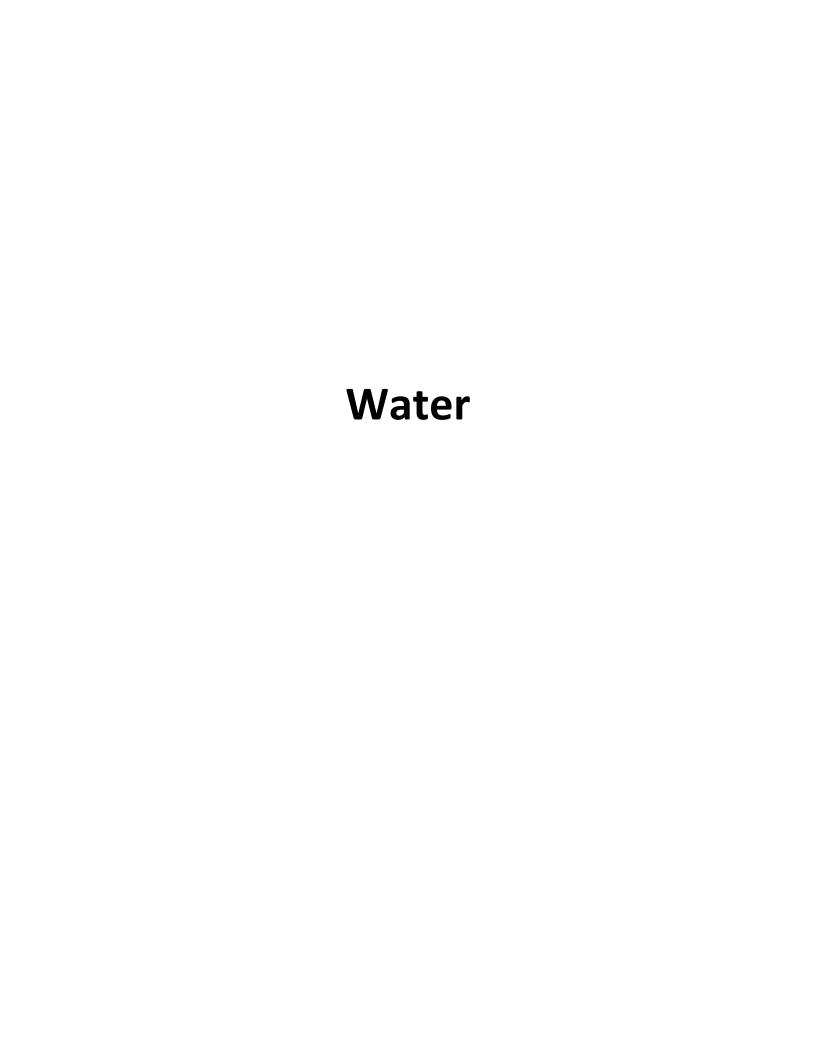
	Parking	Proposed		Planned			
	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
1	Maintain Parking Facilities	\$0	\$600,000	\$2,900,000	\$2,900,000	\$2,900,000	\$9,300,000
2	Repair Boush Street Garage Elevators	\$850,000	\$0	\$0	\$0	\$0	\$850,000
3	Repair Main Street Garage Elevators	\$0	\$600,000	\$0	\$0	\$0	\$600,000
4	Repair Town Point Garage Elevators	\$0	\$850,000	\$0	\$0	\$0	\$850,000
	Parking Total	\$850,000	\$2,050,000	\$2,900,000	\$2,900,000	\$2,900,000	\$11,600,000

# Storm Water

	Storm Water	Proposed		Plan	ned		
	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
1	Create Citywide Flooding Reserve	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	\$6,576,000
2	Implement Pond Retrofits Citywide	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$6,450,000
3	Implement Shoreline Restoration	\$960,000	\$960,000	\$960,000	\$960,000	\$960,000	\$4,800,000
4	Implement the Green Infrastructure Plan	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
5	Improve 10th View Outfall Extension	\$500,000	\$0	\$0	\$0	\$0	\$500,000
6	Improve Duffys Lane Outfall Extension	\$0	\$500,000	\$0	\$0	\$0	\$500,000
7	Improve Selby Place Outfall Extension	\$0	\$0	\$500,000	\$0	\$0	\$500,000
8	Improve Storm Water Waterfront Facilities	\$0	\$0	\$0	\$500,000	\$500,000	\$1,000,000
9	Improve East Ocean View Drainage*	\$2,000,000	\$2,000,000	\$2,700,000	\$3,100,000	\$2,000,000	\$11,800,000
10	Improve Glenrock Drainage*	\$1,000,000	\$1,400,000	\$1,600,000	\$1,900,000	\$2,300,000	\$8,200,000
11	Improve Overbrook/Coleman Place Drainage*	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,200,000	\$10,200,000
12	Improve Gifford Street Drainage	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
13	Improve Glenwood Park Drainage	\$500,000	\$1,900,000	\$1,600,000	\$0	\$0	\$4,000,000
14	Improve Newport Avenue (Talbot Hall) Drainage	\$0	\$300,000	\$400,000	\$0	\$0	\$700,000

<sup>\*</sup>Funding due to increased capacity from rate equalization

		Proposed		Plan	ned		
	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
15	Improve Park Place Drainage	\$0	\$0	\$0	\$2,000,000	\$1,950,000	\$3,950,000
16	Conduct Drainage Studies	\$1,000,000	\$0	\$500,000	\$0	\$0	\$1,500,000
17	Conduct Outfall Maintenance and Dredging	\$650,000	\$750,000	\$450,000	\$950,000	\$1,000,000	\$3,800,000
18	Conduct Slipling and Major Repairs to Existing Infrastructure	\$1,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,000,000	\$5,600,000
19	Raise the Downtown Floodwall	\$1,000,000	\$8,000,000	\$8,000,000	\$0	\$0	\$17,000,000
20	Rehabilitate Colley Avenue Pump Station	\$500,000	\$0	\$0	\$0	\$0	\$500,000
21	Replace Downtown Trash Rack	\$100,000	\$0	\$0	\$0	\$0	\$100,000
22	Upgrade Monticello Avenue Pump Station	\$0	\$600,000	\$600,000	\$0	\$0	\$1,200,000
23	Rehabilitate Tidewater Drive Pump Station	\$0	\$0	\$0	\$600,000	\$600,000	\$1,200,000
24	Construct the Blue- Greenway in St. Paul's Area	\$800,000	\$6,000,000	\$6,000,000	\$0	\$0	\$12,800,000
25	Improve Storm Water Infrastructure in St. Paul's Area	\$1,000,000	\$500,000	\$500,000	\$500,000	\$300,000	\$2,800,000
	Storm Water Total	\$16,715,200	\$28,815,200	\$29,715,200	\$16,415,200	\$15,515,200	\$107,176,000



	Water	Proposed		Plan	ned		
	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total
1	Construct New Department of Utilities Headquarters in St. Paul's Area	\$20,000,000	\$0	\$0	\$0	\$0	\$20,000,000
2	Improve Water Infrastructure in St. Paul's Area	\$2,000,000	\$2,000,000	\$2,000,000	\$0	\$0	\$6,000,000
3	Construct Commonwealth Railroad Pipeline	\$18,000,000	\$0	\$0	\$0	\$0	\$18,000,000
4	Install Hampton Boulevard Water Storage Tank	\$6,000,000	\$0	\$0	\$0	\$0	\$6,000,000
5	Replace Raw and Finished Water Transmission/Distribution	\$7,905,000	\$13,800,000	\$17,000,000	\$18,300,000	\$20,000,000	\$77,005,000
6	Support System Evaluation, Modeling, and Design	\$1,700,000	\$1,500,000	\$1,700,000	\$1,700,000	\$1,700,000	\$8,300,000
7	Support Watershed Management	\$200,000	\$6,200,000	\$1,800,000	\$1,500,000	\$800,000	\$10,500,000
8	Upgrade Billing System	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000
9	Upgrade Water Treatment Plants	\$10,500,000	\$11,500,000	\$10,500,000	\$13,500,000	\$12,500,000	\$58,500,000
	Water Total	\$66,305,000	\$35,000,000	\$35,000,000	\$35,000,000	\$35,000,000	\$206,305,000



	Wastewater	Proposed		Planned				
	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total	
1	Improve Wastewater Collection System	\$12,500,000	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	\$60,500,000	
2	Improve Wastewater Infrastructure in St. Paul's Area	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$12,000,000	
3	Improve Larchmont Wastewater Infrastructure	\$1,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,000,000	
4	Support System Evaluation, Modeling, and Design	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$7,500,000	
•	Wastewater Total	\$19,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$87,000,000	

# **Unfunded Capital Requests**

### **UNFUNDED CAPITAL REQUESTS (Pre-COVID-19)**

In 2019, Norfolk City Council passed a resolution to update the city's financial policies that formalize the city's debt affordability measures. The Capital Improvement Plan (CIP) is now guided by five affordability measures:

- Debt Service as a percent of the General Fund budget (target will remain below 10 percent, with a not to exceed of 11 percent of General Fund budget)
- Net debt as a percent of taxable property (target will remain below 3.5 percent, with a not to exceed of 4 percent of the total assessed value of taxable property)
- Ten-year General Obligation Payout Ratio (retirement of the principal amount of the long-term general obligation bonds by at least 55 percent or greater within 10 years)
- Overlapping Debt Limit (overlapping debt not to exceed 0.5 percent of total assessed value of taxable
- Variable Rate Debt Limit (the city's outstanding debt with variable interest rate will not exceed 20 percent by fund)

From FY 2007 through FY 2017 the city's general CIP averaged nearly \$100 million a year, most of which was financed with debt. This investment allowed the city to make generational investments including Light Rail Transit, the new Consolidated Courthouse Complex, Slover Library, and eight new schools. These investments have transformed Norfolk but have also pushed the city's debt capacity close to its self-imposed debt affordability measures. As a result, the city began a period of maintenance CIP in FY 2018 and focused its capacity on existing infrastructure. The Proposed FY 2021 - FY 2025 CIP continues the maintenance CIP focus and as a result not all CIP projects requested by departments can be funded. This report details those projects that were requested by departments during pre-COVID-19 hudget development but are not funded in the Proposed EV 2021 CIP

	Requested Amount	Five-Year Total
Policy Area: Cultural Facilities		
Improve USS Wisconsin Accessibility     Nauticus	\$1,640,000	\$1,820,000

Provide funds to expand visitor access to additional locations within the USS Wisconsin.

Cultural Facilities	Total	\$1,640,000	\$1,820,000
Policy Area: Economic Development			
Renovate Zoo Australia Exhibit		\$300,000	\$300,000
Zoo			

Provide funds for the renovation of the existing Australia exhibit to expand into the neighboring Africa exhibit to make room for Okapi, a mammal native to the Democratic Republic of the Congo in Central Africa. The renovation includes a barn-like enclosure, exhibit barriers, and the redesign of the existing exhibit layout.

Economic Development	Total	\$300,000	\$300,000
Policy Area: Environmental Sustainability			
Dredge and Improve the Waterway in the Hague Public Works		\$1,000,000	\$11,000,000

Provide funds for dredging and improvement of the waterway in various locations of the Hague. Improvements will allow navigational access for small boats, improve water quality, and increase tidal flushing.

### **Policy Area: Environmental Sustainability**

### Repair Waterfront Infrastructure Public Works

\$500,000

\$900,000

Provide funds to repair and replace various sections of timber piles, fender assemblies, and associated hardware, which have been damaged by boats or have deteriorated over time. The project will also include minor shore improvements, including bulkhead repair, paver resets, and filling of washouts, as well as other necessary repairs.

Environmental Sustainability	Total	\$1,500,000	\$11,900,000
Policy Area: General & Other			
Construct Calvary Cemetery Mausoleum     Cemeteries		\$900,000	\$900,000

Provide funds for the construction of a mausoleum at Calvary Cemetery. A mausoleum will increase the use of land and meet public demand for crypt space and ash niches.

### Construct Elmwood Cemetery Columbarium Cemeteries

\$250,000

\$250,000

Provide funds for the construction of a columbarium at Elmwood Cemetery. A columbarium is a free-standing building for the interment of cremated remains.

General & Other	Total	\$1,150,000	\$1,150,000
Policy Area: Neighborhood Development			
<ul> <li>Acquire and Demolish Blighted Fenner Street Properties NRHA</li> </ul>		\$275,000	\$1,375,000

Provide funds to acquire and demolish properties on Fenner Street to improve conditions in the area and help revitalize the neighborhood.

Acquire and Demolish Blighted Properties at Church Street	
NRHA	

\$1,500,000

\$2,000,000

Provide funds for the acquisition and demolition of blighted properties along Church Street.

### Acquire and Demolish Blighted Properties in East Ocean View NRHA

\$1,300,000

\$5,825,000

Provide funds to acquire and demolish blighted properties in East Ocean View to improve conditions in the area. This will prepare the area for new mixed-use development from 5th Bay Street east to East Beach.

### Acquisition and Demolition of Blighted Properties throughout Norfolk NRHA

\$200,000

\$1,000,000

Funds will be utilized to develop and advance a pilot program to purchase selected GEM lots. This request seeks funding to purchase blighted structures and/or vacant land within strategic Norfolk neighborhoods to support ongoing City/NRHA initiatives. Targeted areas include Homeward Norfolk neighborhoods - Ingleside, Monticello Village, and Oakdale Farms. Funds may also be deployed to acquire City-owned GEM lots throughout Norfolk.

### **Five-Year Total Requested Amount**

### Policy Area: Neighborhood Development

• Improve Emerging Districts: Arts District Streetscape Design Executive

\$1,000,000

\$1,000,000

Provide funds for engineering and design for updated streetscape on Granby Street from Brambleton Ave to Virginia Beach Blvd. Once design work is complete, additional funds will be required to implement streetscape improvements.

• Improve Richmond Cres. and Surrey Cres. Shoreline **Public Works** 

\$300,000

\$2,300,000

Provide funds to replace failing bulkheads at Richmond Crescent and Surrey Crescent to protect the the roadways from rising

 Improve site of former John T. West School **NRHA** 

\$200,000

\$200,000

Provide funds for site improvement design and construction at the location of the form John T. West School. Pre-development site work will include survey, resubdivision, and assessment of storm water requirements. Future improvements shall include new sidewalks, street lights, street trees, and applicable storm water protection measures.

Neighborhood Development	Total	\$4,775,000	\$13,700,000
Policy Area: Parks & Recreation Facilities			
Construct Berkley Recreation Complex		\$34,000,000	\$34,000,000
Recreation/Parks and Open Space			

Renovate the entire Berkley complex through construction of a new recreation center and site improvements. A study was performed after the closure of the Berkley pool to gather resident input on recreation complex resulting in a \$34 million facility.

 Construct NFWC Indoor Pool Replacement Recreation/Parks and Open Space

\$13,000,000

\$13,000,000

Design and construct an indoor pool facility to replace the existing, deteriorating domed natatorium and pool.

 Improve Boat Ramps Citywide **Public Works** 

\$810,000

\$2,415,000

Provide funds to improve exisiting boat ramps and construct new boat ramps citywide. Funds will be used to acquire property, design new boat ramps, pay for any required permitting, construct new boat ramps, and renovate existing boat ramps. In FY 2021 the 13th View St Boat Ramp will be designed and constructed. In FY 2022 the Harbor Park Boat Ramp will be constructed and the Pretty Lake Boat Ramp will be designed and constructed.

 Install Basketball Court at Oakmont/Denby Park Recreation/Parks and Open Space

\$125,000

\$125,000

Construct a basketball court in the Oakmont/Denby Park area in proximity to the existing KaBoom playground to provide additional recreational amentities and opportunities for youth in the community.

### **Policy Area: Parks & Recreation Facilities**

 Install Security Gate at Ghent Dog Park Recreation/Parks and Open Space

\$75,000

\$75,000

Install automatic gates with timed locks at Ghent Dog Park to protect the dog park and increase operational efficiency of the park.

### • Install Solar Canopy at the Zoo Zoo

\$300,000

\$300,000

Provide funds to construct an elevated solar canopy over the activity area outside the Animal Wellness Center. The solar canopy will generate renewable energy and reduce energy costs to decrease the Zoo's impact on the environment.

### • Relocate Ballentine Basketball Courts Recreation/Parks and Open Space

\$350,000

\$350,000

Provide funds to relocate two existing, city basketball courts that will be demolished as a part of the redevelopment of the old Ballentine school into a Senior Living Facility.

Parks & Recreation Facilities	Total	\$48,660,000	\$50,265,000
Policy Area: Public Buildings			
Repair and Replace Underground Storage Tanks General Services		\$100,000	\$400,000

Provide funds to repair and replace underground storage tanks. The city owns 18 underground storage tanks that hold diesel oil, which is a fuel source for boilers and power generators. Five tanks have exceeded their 20-year life expectancy and are being repaired or replaced to minimize the risk of environmental damage.

Public Buildings	Total	\$100,000	\$400,000
Policy Area: Transportation			
• Improve Asphalt Plant Electrical Service at Operations Facility Public Works		\$125,000	\$125,000

Provide funds to install a generator, transfer switch, and other necessary electrical equipment to provide emergency power to the city-owned asphalt plant and concrete silo in the event of an unanticipated power failure.

 Install New Sidewalks \$3,000,000 \$15,000,000 **Transit** 

Provide funds to install new sidewalks throughout the city. The additional sidewalks will improve connectivity for multi-modal transportation throughout the city and improve pedestrian safety.

Transportation	Total	\$3,125,000	\$15,125,000
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